

Norfolk Police and Crime Panel



Date: **Tuesday 1 December 2020**

Time: **10am**

Venue: **Virtual Meeting**

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the Norfolk Police and Crime Panel meeting on 1 December 2020 will be held using Microsoft Teams.

Please use this link to view the live meeting online:

<https://youtu.be/4aOM5K3fHk>

Members of the Panel and other attendees will be sent a separate link to join the meeting.

Panel Members are invited to join a pre-meeting at 9.15am on 1 December 2020. You will be sent a separate link for this.

Membership

Main Member	Substitute Member	Representing
Cllr Gordon Bambridge	Cllr Mark Robinson	Breckland District Council
Cllr Stuart Clancy	Cllr Peter Bulman	Broadland District Council
Cllr Mike Smith-Clare	Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Colin Manning	Cllr Brian Long	King's Lynn and West Norfolk Council
Cllr William Richmond	Cllr Michael Chenery of Horsburgh	Norfolk County Council
Cllr Martin Storey	Cllr Phillip Duigan	Norfolk County Council
Cllr Sarah Bütikofer	Cllr Dan Roper	Norfolk County Council

Cllr Tim Adams	Cllr John Toye	North Norfolk District Council
Cllr Kevin Maguire	Cllr Paul Kendrick	Norwich City Council
Cllr Michael Edney	Cllr James Easter	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

For further details and general enquiries about this Agenda please contact the Committee Officer:

Nicola LeDain on 01603 223053
or email committees@norfolk.gov.uk

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

1. **To receive apologies and details of any substitute members attending**
2. **Minutes**

To confirm the minutes of the meeting held on 30 September 2020.

(Page **5**)

3. **Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt

with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Anybody -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

District Council representatives will be bound by their own District Council Code of Conduct.

4. To receive any items of business which the Chair decides should be considered as a matter of urgency

5. Public questions

Thirty minutes for members of the public to put their question to the Panel Chair where due notice has been given.

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by 5pm on **Monday 23 November 2020**.

6. Police and Crime Commissioner for Norfolk's 2021/22 Precept Consultation (Page **10**)

To consider an overview of the PCC's 2021/22 precept consultation.

7. Police and Crime Plan for Norfolk 2016-2020 – performance monitoring (Page **16**)

To consider an update from the PCC.

8. Complaints Policy Sub Panel - Update (Page **51**)

To consider an update from the Chair of the Sub Panel.

9. Information bulletin – questions arising to the PCC (Page **54**)

To hold the PCC to account for the full extent of his activities and decisions since taking office.

10. Police (Fire) and Crime Panel Conference 2020 To follow

To consider matters arising from the annual national conference, which is due to take place virtually from Monday 23 to Wednesday 25 November 2020.

11. Work Programme (Page **66**)

To review the proposed work programme.

Tom McCabe
Head of Paid Service
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 23 November 2020



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Norfolk Police and Crime Panel

Minutes of the Meeting held on 30 September 2020 at 11am on Microsoft Teams (virtual Meeting)

Panel Members Present:

Cllr William Richmond (Chair)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chair)	Co-opted Independent Member
Cllr Sarah Butikofer	North Norfolk District Council
Cllr Michael Edney	South Norfolk Council
Mr Peter Hill	Co-opted Independent Member
Cllr Colin Manning	King's Lynn & West Norfolk District Council
Cllr Mike Smith-Clare	Great Yarmouth Borough Council

Substitute Members present

Cllr Paul Kendrick for Cllr Kevin Maguire	Norwich City Council
Cllr Phillip Duigan for Cllr Martin Storey	Norfolk County Council

Officers Present:

Hollie Adams	Committee Officer, Norfolk County Council (NCC)
Simon Atherton	Independent Custody Visiting Scheme Administrator
Simon Bailey	Chief Constable for Norfolk
Lorne Green	Police and Crime Commissioner for Norfolk (PCC)
Sharon Lister	Director of Performance and Scrutiny, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Jo Martin	Democratic Support and Scrutiny Team Manager, NCC
Jill Penn	Chief Finance Officer, OPCCN
Mark Stokes	Chief Executive, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN

1. To receive apologies and details of any substitute members attending

- 1.1 Apologies were received from Cllr Tim Adams, Cllr Stuart Clancy, Cllr Kevin Maguire (Cllr Paul Kendrick substituting), Cllr Martin Storey (Cllr Phillip Duigan substituting) and Cllr John Toye.
- 1.2 Cllr Gordon Bambridge was also absent.

2. Minutes

- 2.1 The minutes of the meeting held on 23 July 2020 were agreed as an accurate record.
- 2.2 The Chairman thanked the Office of the Police and Crime Commissioner for Norfolk (OPCCN) for circulating the information to the Panel requested at paragraph 10.3 of the minutes.

3. Members to Declare any Interests

- 3.1 No interests were declared.

4. To receive any items of business which the Chairman decides should be considered as a matter of urgency

- 4.1 No urgent business was discussed.

5. Public Questions

- 5.1 No public questions were received.

6. Police and Crime Commissioner for Norfolk's Draft Annual Report 2019-20

- 6.1.1 The Police and Crime Panel received the report setting out the fourth draft Annual Report which the current Police and Crime Commissioner (PCC) had presented to the Panel for consideration, providing an opportunity for Members to hold him to account for the progress he has made with delivering his Police and Crime Plan for Norfolk 2016-2020.
- 6.1.2 The PCC introduced the report to the Panel:
 - In 2016 the PCC carried out a public consultation which identified the following policing priorities for Norfolk: child abuse, visible policing, antisocial behaviour, abuse of elderly and vulnerable adults and road safety and vehicle crime.
 - There were more visible police in Norfolk now, compared with 4 years ago, due to the funding uplift from central Government, investment in increasing the number of beat managers and Operation Moonshot teams patrolling roads.
 - A rural crime summit had been launched and more resources were now devoted to supporting rural crime; the rural crime team played a major part in pre-planned operations.
 - Work to target the road safety priority included the #IMPACT project to target young drivers and future young drivers, continued investment in operational policing with Moonshot and use of ANPR (automatic number plate recognition)
 - Work to prevent offending had enabled ex-offenders to learn new skills, for example the WONDER programme which had supported women, had helped to divert 148 women from the criminal justice system.
 - The PCC supported campaigns for those at risk of violence and exploitation; through commissioning of services, 14,000 victims of crime had been

supported.

- The new police digital investigators role would support the demands of the changing face of crime.
- Collaboration between emergency services continued, with good progress on work between the police and fire and rescue service; the first report on this had been published.

6.2 The following points were discussed and noted:

- The Chair asked if there were plans to continue with the #IMPACT campaign online with educational establishments; the PCC was discussing with the Director of Policy and Commissioning, OPCCN, regarding what could be done to promote this campaign remotely.
- It was queried if there was potential to bring in EEAST (East of England Ambulance Service Trust) to the new training facilities at Hethersett. The Chief Constable replied that it was not possible to accommodate the 60 plus vehicles and training staff that EEAST currently had at their Mildenhall centre at the Hethersett Old School site; they could be accommodated on a scaled down approach.
- KSIs (numbers of people killed and seriously injured) in road traffic incidents in Norfolk between June 2016 and February 2020 had increased; the PCC was asked how this could be reduced. The PCC explained that this was influenced by many areas and felt a discussion was needed with all partners involved in road safety to see what could be done to reduce the figures.
- The PCC was asked what evidence there was to show that people involved in road safety education programmes acted on the information they received. The PCC gave the example that every young person involved in the #IMPACT campaign was given a pledge card after participation and their contact details taken so that they could be contacted to get an update on their progress.
- The PCC was asked in what area of the Plan he felt he had made the most progress. The PCC replied that one of the most important areas of work he carried out was in prevention and helping people rebuild their lives. He was proud of the work carried out in Norwich prison and had received testimony that the commissioned dog training scheme had helped save lives by giving prisoners hope and spoke about the work of the WONDER programme and support given to victims of domestic abuse.
- It was noted that there was a higher than average amount of online crime in Great Yarmouth than in the other District Council areas. The PCC felt that more resource was needed in Norfolk to help prevent scams and promote scam awareness in order to impact on this statistic.
- Information on how the relationship between the constabulary and CPS (Crown Prosecution Service) could be further supported was requested; the PCC reported that work was ongoing to progress the backlog of cases, but he would like to see a more Norfolk specific approach to this. The Chief Constable felt that the relationship with the CPS was much better but the impact of this on statistics was not yet showing, however the PCC felt that the relationship could improve further
- Call handling times were improving due to improvements in the control room, alternative options provided for people who were not in immediate danger, options for logging incidents online and more information available online. This meant that people did not have to call the control room in all situations
- The Chairman requested that work be progressed to move the #IMPACT campaign online; the PCC **agreed** to report further on work to develop this at a future meeting.

6.3 The Panel **NOTED** the Police and Crime Commissioner (PCC) for Norfolk's draft Annual Report 2019-20 and **RECOMMENDED** to the PCC that he should explore the possibility of moving his #Impact campaign online.

6.4 The Chief Constable left the meeting at 11.27

7. Norfolk Independent Custody Visiting (ICV) Scheme – Annual Report 2019-20

7.1.1 The Panel received the report giving information to enable the Panel to review the PCC's ICV Scheme and understand how this statutory responsibility was being delivered.

7.1.2 The PCC introduced the report to the Panel:

- The report highlighted the good work done by volunteers over the past year which allowed the PCC to ensure a good custody service was in place in Norfolk.
- In May 2020 the scheme received a quality assurance framework award. The PCC paid tribute to those who administered the scheme and the volunteers, particularly given the challenges posed by the current pandemic and the Government restrictions.

7.2 The Independent Custody Visiting Scheme Administrator confirmed that the appropriate adult scheme was a separate scheme; no one who acted as an appropriate adult could act as a custody visitor.

7.3 The Panel **NOTED** the ICV Scheme annual report 2019-20 and how the PCC was delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area.

8. Complaints Policy Sub Panel - Update

8.1 The Panel received the report giving an update from the Complaints Policy Sub Panel. Air Commodore Pellatt added that, at a recent Local Government Association webinar for Panels, Home Office officials had confirmed that it was still the Government's intention to progress additional powers for Panels to investigate PCC conduct complaints and the Sub Panel would continue to keep that under review.

8.2 The PCC pointed out that the OPCCN now had a function of review over outcomes of complaints made against Norfolk Constabulary giving an added level of assurance.

8.3 The Panel **NOTED** the update from the Complaints Policy Sub Panel

9. Information bulletin – questions arising to the PCC

9.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.

- 9.2 The following points were discussed and noted:
- The Chair asked if any issues or priorities were put forward on Norfolk's behalf at the meeting of Police and Crime Commissioners and the Policing Minister. The PCC clarified that these fortnightly meetings were an opportunity for Westminster to update PCCs about new decisions and policies around Covid-19 restrictions. No policy announcements were shared privately within these meetings.
 - The PCC was asked whether the Police Accountability Forum meetings on 21 July and 29 September 2020 were broadcast live on the OPCCN website. For security reasons it had not been possible to make these meetings available live, however, a full recording of the 29 September meeting was available on the website. The Chief Executive, OPCCN, confirmed that officers were looking into how the next meeting on the 25 November could be streamed live. The Chair asked that progress continued to be made on achieving this.

9.3 The Panel **NOTED** the information bulletin.

10. Forward work programme

- 10.1 The Panel received the forward work plan for the period December 2020 - September 2021.
- 10.2 The Panel **AGREED** the forward work programme.

The meeting ended at: 11:41

**Mr W Richmond, Chair,
Norfolk Police and Crime Panel**



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Police and Crime Commissioner (PCC) for Norfolk's 2021/22 precept consultation

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is asked to consider an overview of the PCC's 2021/22 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Every year the Police and Crime Commissioner for Norfolk (PCC) is required to set the police budget and determine the amount that local people will pay for policing through their council tax.
- 1.2 The PCC's precept consultation, which will seek the views of Norfolk residents on whether the policing element of their council tax should be increased in 2021/22, is scheduled to run from Monday 14 December 2020 to Friday 23 January 2021, with PCC discretion to extend the consultation. The PCC will present his final precept proposal for 2021/22 to this Panel when it meets on 2 February 2021.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider the PCC's approach to public consultation and ask him about the main issues he will be considering before making a final decision on his precept proposal.
- 2.2 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** describes the PCC's approach to public consultation.
- 2.3 Panel members will be provided with a link to the consultation as soon as it is has been launched.

3. Suggested approach

- 3.1 After the PCC has presented his report, the Panel may wish to question the him on the following areas:
 - a) The approach to this year's precept consultation and how the PCC will reach communities across Norfolk given the Government restrictions arising from the Covid-19 pandemic.
 - b) The format of his consultation, which in previous years has included

a document setting out the financial challenges facing the Constabulary in the context of the current medium- to long-term financial strategy, and the council tax options being considered.

- c) Progress with delivering savings arising from previous Government austerity programmes, collaboration and local efficiency reviews.
- d) The projected budget gap and future efficiencies that would enable the remaining savings to be made.
- e) Current pressures (increasing costs and increasing demands on the Constabulary).
- f) How further potential efficiency savings will be balanced against the risks to service delivery.
- g) The opportunities and challenges this decision presents for delivering the Norfolk Police and Crime Plan 2016-20, which has been extended for twelve months.
- h) Any implications for partnership working and the PCC's commissioning strategy.
- i) The PCC's response to the report by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), which said: "Collaboration between police forces when done well can save money, reduce bureaucracy and improve efficiency and effectiveness. However, too many police collaborations are failing, or not giving the results they should. This is costing forces money, time and effort."

View the HMICFRS report, published on 21 July 2020, [here](#)

- 3.2 The PCC will be supported by members of his staff together with the Chief Constable.

4. Action

- 4.1 The Panel is asked to consider an overview of the PCC's 2021/22 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.



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Office of the Police & Crime Commissioner: Precept Consultation 2021/22

Summary

The Police and Crime Commissioner (PCC) has a statutory duty to consult Norfolk people on his proposals over whether to raise the amount they pay for policing through their council tax.

This report outlines how the Office of the Police and Crime Commissioner (OPCCN) proposes consulting on the Commissioner's proposals and publishing the results.

1. Background

1.1 The Police and Crime Commissioner has a statutory duty to consult Norfolk people on his proposals over whether to raise the amount they pay of policing through their council tax, or precept.

1.2 The PCC's duties are set out in the Police Act 1996, section 96:

Arrangements for obtaining the views of the community on policing

1.3 Arrangements shall be made for each police area for obtaining—
(a) the views of people in that area about matters concerning the policing of the area, and
(b) their co-operation with the police in preventing crime in that area.

Except as provided by subsections (3) to (6), arrangements for each police area shall be made by the police authority after consulting the chief constable as to the arrangements that would be appropriate.

(7) A body or person whose duty it is to make arrangements under this section shall review the arrangements so made from time to time.

(8) If it appears to the Secretary of State that arrangements for a police area are not adequate for the purposes set out in subsection (1), he may require the body or person whose duty it is to make arrangements for that area to submit a report to him concerning the arrangements.

(9) After considering a report submitted under subsection (8), the Secretary of State may require the body or person who submitted it to review the arrangements and submit a further report to him concerning them.

(10) A body or person whose duty it is to make arrangements shall be under the same duties to consult when reviewing arrangements as when making them.

Amended by Police Reform and Social Responsibility Act 2011, Section 14:

(1B) Those arrangements must include, in the case of a police area listed in Schedule 1, arrangements for obtaining, before the first precept for a financial year is issued by the police and crime commissioner under section 40 of the Local Government Finance Act 1992, the views of—

(a) the people in that police area, and
(b) the relevant ratepayers' representatives,
on the proposals of the police and crime commissioner for expenditure (including capital expenditure) in that financial year.

(2) Arrangements under this section are to be made by the local policing body for the police area, after consulting the chief officer of police for that area.

- 1.4 The Consultation Code of Practice 2008 and the minimum consultation time scale of 12 weeks were abolished in 2012. These were replaced with a list of consultation principles adopted in 2016 by Government departments.

Those principles make reference to consultations

- Last for a 'proportionate amount of time'
- Taking into account the nature and impact of the proposal
- Tailoring consultation 'to the needs and preferences of particular groups that may not respond to traditional consultation methods and when consultation spans all or part of a holiday period, considering how this may affect consultation and taking appropriate mitigating action.'

2. Consultation Methodology

- 2.1 There is a duty on the PCC to consult with members of the public, ratepayers and community representatives, which can be done in the format the PCC considers appropriate, whilst addressing the principles outlined above.
- 2.2 The planning of the public consultation for the 21/22 precept has been affected significantly by the conditions created by the coronavirus pandemic and the uncertainty created by delays in major policy announcements that have implications for police funding and precept requirements.
- 2.3 The consultation must be responsive to the dynamics of Government guidelines restricting public gatherings and conscious of infection rates fluctuating in Norfolk, which will have an impact on public engagement.
- 2.4 Taking into consideration the dual requirements of conducting fairly and providing adequate time for both the PCC and Police and Crime Panel to consider the results of the consultation, the public consultation for 2021/2022 is scheduled to run from Monday 14th December 2020 to Friday 23rd January 2021, with PCC discretion to extend the consultation. It is acknowledged that the consultation will take place over the Christmas holiday period. To mitigate the effects of this, a pro-active targeted programme will be put in place to maximise the opportunity to participate across for demographic groups.
- 2.5 The Commissioner will report the results of the public consultation back to the Police and Crime Panel at its precept meeting on Tuesday 2 February 2021.
- 2.6 The PCC's consultation will utilise a combination of quantitative and qualitative methods to engage with the following groups...
 - Council tax payers.
 - Members of the public.
 - Statutory, volunteer and private sector partners.
 - Business community.
 - Local authorities.
- 2.7 The OPCCN consultation will utilize the following methods.
 - Launch week - live Q&A event hosted by the PCC and including the Chief Constable.
 - Virtual public question and answer sessions held on a platform that is user friendly and inclusive to all members of the public - seven sessions to be conducted over the consultation period, with the PCC answering pre-submitted. Each session will be recorded and uploaded onto the website and social media platforms.
 - Online Q&A session with the PCC Youth Commission.

- District Policing social media pages and 'Nextdoor' accounts.
- Online SNAP meetings in each district.
- PCC and Norfolk Constabulary websites/intranet.
- Police Connect (messaging service via text)
- PCC's regular news round up.
- Bespoke Budget Newsletter.
- Direct communications with local authorities, including the Norfolk Association of Local Councils (NALC) and other partner organisations.
- Local community publications and websites.
- Volunteer groups including the Independent Advisory Group and Independent Custody Visitor network.
- Social media.
- Mainstream media - press releases, interviews.

Our principles for digital consultation are as follows...

- The benefits of digital delivery and inclusivity out-weighs the potential risk of fraud (particularly in the context of coronavirus risks and restrictions).
- Consultation should be digitally inclusive.
- Application of robust data assurance processes to identify and block attempts to bias the consultation results.

3. Results of the public consultation

- 3.1** The full results of the public consultation will be reported as part of the precept paper at the February Police and Crime Panel meeting.
- 3.2** The consultation results will be published on the OPCCN's web site.

Police and Crime Plan for Norfolk 2016-2020 – performance monitoring

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Police and Crime Commissioner (“the PCC”) to issue a Police and Crime Plan (“the Plan”) within the financial year in which the election is held.
- 1.2 The Plan should determine, direct and communicate the PCC’s priorities during their period in office and must set out for the period of issue:
 - a) The PCC’s police and crime objectives for the area, including the strategic direction over the period for which the PCC has been elected and including:
 - Crime and disorder reduction in Norfolk
 - Policing within Norfolk
 - How Norfolk Constabulary will discharge its national functions.
 - b) The policing that the Chief Constable will provide;
 - c) The financial and other resources which the PCC will give the Chief Constable in order that they may do this;
 - d) How the PCC will measure police performance and the means by which the Chief Constable will report to the PCC;
 - e) Information regarding any crime and disorder reduction grants that the PCC may make, and the conditions (if any) of those grants.
- 1.3 Prior to publication of the Plan, the PCC must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel (“the Panel”); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The PCC may vary an existing plan or issue a new one at any time, and the

frequency with which this is done should be determined on the basis of local need. Any variations should be reviewed by the Panel.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the Plan, since its publication in March 2017.
- 2.2. At the Panel's 30 September 2020 meeting, members received an update on the activity being undertaken to deliver the Plan through the PCC's Annual Report.
- 2.3. Further progress against the following 2 priorities is outlined at **Annex 1** of this report:
 - a) Priority 1: Increase visible policing (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 4 February 2020).
 - b) Priority 4: Prevent offending (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 4 February 2020).
- 2.4. In addition to a description of progress against each strategic objective, performance reports from the Office of the Police and Crime Commissioner (OPCCN) now provide the Panel with the latest performance metrics. They also incorporate an update on commissioned services in those areas.

3. Suggested Approach

- 3.1. The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable.
- 3.2. After the PCC has presented his report, the Panel may wish to question him on the following areas:

Priority 1: Increase visible policing

- a) Progress being made against the national plan to uplift the number of police officers and how those additional officers will be deployed.
- b) The likely impact of the uplift programme on local budget planning and the PCC's 2021/22 precept proposal.
- c) How the PCC monitors the ongoing impact of police volunteer schemes and any issues arising.
- d) How the PCC is supporting the Constabulary to increase the number of police volunteers, particularly Special Constables whose numbers have fallen numbers over the last 12 months.

- e) The extent to which the public has continued to engage with the PCC and with the police, particularly during the Covid-19 pandemic, and the impact that engagement has had on maintaining positive relationships and keeping communities safe.
- f) How the PCC is addressing the downward trend in the percentage of people who agree that the police deal with community priorities.
- g) Whether any new or emerging concerns are being raised by local communities.
- h) Whether Norfolk's communities are expressing more confidence in the police and are less fearful of being a victim of crime.

Priority 4: Prevent offending

- a) How the PCC continues to support a partnership approach to addressing each of the strategic objectives he identified in this area and the difference his support is making:
 - tackling all forms of violence and abuse;
 - reducing the number of domestic abuse incidents;
 - tackling anti-social behaviour.
- b) How the PCC continues to support a partnership approach to reducing overall levels of offending and reoffending, by addressing the underlying causes through collaboration and new innovative approaches, including:
 - Progress against the Norfolk Strategic Framework for Reducing Offending.
 - The ongoing impact of the Gateway to Employment campaign, the Rescue Rehab programme, the Community Chaplaincy scheme and Court Mentor scheme.
 - How the Gateway to Employment Operational Group will measure the impact of the initiatives it supports.
 - Progress with further developing the WONDER programme through a Countywide Strategy Group.
 - The impact of interventions supported through the Safer Streets Fund, which was launched by the Home Office in response to an increase in acquisitive crime.
- c) The PCC's contribution to the partnership approach that is ensuring the number of first-time entrants into the criminal justice system continues to fall.
- d) Whether the number of young adults entering custody and the reoffending rates of young people also continues to fall.
- e) OPCCN's contribution to the Norfolk Youth Offending Team review.
- f) Action being undertaken by the PCC to support the local Criminal

Justice System to meet the significant challenges arising from the Covid-19 pandemic.

- g) Action being undertaken by the PCC to ensure that victims and witnesses are being properly supported.
- h) How the PCC is challenging the Constabulary's performance in respect of the rising number of complex and hidden crimes and ensuring that those vulnerable victims are being properly supported.
- i) The PCC's response to the report by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), which said that while police forces and the National Crime Agency have successfully improved their understanding of county lines drug offending, current policing models are too disjointed to allow for the most effective response.

View the HMICFRS report, published on 10 January 2020, [here](#).

- j) Any implications arising from OPCCN taking on the Chair of the Norfolk Countywide Community Safety Partnership.

4. Action

4.1 The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.



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Office of the Police and Crime Commissioner
Norfolk Police and Crime Plan 2016-2020
Performance Monitoring Report

Summary:

This report provides the Panel with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020.

1. Background

- 1.1 The police and crime plan has been produced following a wide-ranging public consultation during 2016. The plan covers a four-year period until May 2020 but will be kept under review.

2. Norfolk Police and Crime priorities

- 2.1 The plan sets out the Police and Crime Commissioner's seven strategic priorities as:

- *Increase visible policing*
 - Increase the number of volunteers in policing
 - Increase opportunities for the public to engage with the police and the PCC
 - Bring the community, including importantly young people, and the police together to develop more positive relationships
 - Give people an opportunity to influence policing priorities where they live
 - Increase public confidence and reduce fear of being a victim of crime
- *Support rural communities*
 - Prioritise rural crime with a greater commitment to new ideas and joined-up approaches
 - Increase confidence of rural communities
 - Increase levels of crime reporting in rural communities
- *Improve road safety*
 - Tackle dangerous driving through education and enforcement
 - Reduce speeding in rural villages and communities
 - Reduce killed and serious injury collisions caused by the Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs)
- *Prevent offending*
 - Tackle all forms of violence and abuse
 - Reduce the number of domestic abuse incidents
 - Continue to work in partnership to tackle anti-social behaviour

- Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses
 - Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people
 - *Support victims and reduce vulnerability*
 - Work to improve the overall experiences and outcomes for victims and witnesses
 - Work in partnership to make those at risk less vulnerable to victimisation
 - Work in partnership to deliver the most appropriate response to those in mental health crisis
 - Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
 - Support and encourage victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime
 - *Deliver a modern and innovative service*
 - Support the police by giving them the tools they need to fight and reduce crime
 - Improve information technology network connectivity and invest in new technologies
 - Improve information sharing across partner agencies
 - *Good stewardship of taxpayers' money*
 - Deliver an efficient policing service, achieving value for money for all Norfolk residents
 - Join up emergency services and identify opportunities for further collaboration
 - Develop robust accountability frameworks and governance arrangements
- 2.2 Each strategic priority has a number of strategic objectives set against it along with a list of actions for both the Office of the Police and Crime Commissioner (OPCCN) and Norfolk Constabulary.
- 2.3 The OPCCN has developed a business delivery plan to manage and deliver their strategic actions within the police and crime plan.
- 2.4 Norfolk Constabulary has developed an operational policing plan in order to manage and deliver their strategic actions set within the police and crime plan.
- 3. Monitoring progress against plan priorities**
- 3.1 Following the publication of this plan and the operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.

- 3.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police and crime plan through the Police Accountability Forums (PAFs) and public papers are available on the OPCCN website.
- 3.3 Due to the number of police and crime plan priorities, reports are provided on two themes at a time on a rolling basis so that a full year's coverage of all the priorities can be achieved.
- 3.4 This report outlines the progress that has been made in relation to two of the police and crime plan priorities since its publication in March 2017 and also includes details of commissioned services in these areas:
- a) Increase visible policing
 - b) Prevent offending
- 3.5 The plan also contains a full set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime plan.

4. Increase Visible Policing – Constabulary progress

- 4.1 This section of the paper provides an update on the progress being made by the Constabulary against the national plan to uplift the number of police officers.
- 4.2 In September 2019 the Home Office announced a national plan to increase police officer numbers by 20,000 over the next three years. In the first year, April 2020 to March 2021 the intention was to target a 6,000-officer increase.
- 4.3 A national formula was developed based around the current method used to distribute the police grant to fairly distribute this growth in officer numbers across all forces.
- 4.4 Despite the challenges of COVID-19 the focus on this programme has remained a priority for the Government.
- 4.5 Norfolk Constabulary was allocated 67 additional officers for the first period. The allocations of officer numbers for years 2 and 3 have not yet been confirmed by the Home Office.
- 4.6 The Home Office in liaison with the Constabulary have set the base figure for police officers in Norfolk as 1,677 and this is the figure which will be used to track staffing numbers against target.
- 4.7 It should be noted that the Uplift plans will need to address the challenge of increasing officer numbers alongside managing the normal programme of recruiting to fill vacancies through natural officer turnover, for example replacing officers that are coming up to retirement.

- 4.8 A Joint Norfolk and Suffolk Uplift Board where Norfolk is represented by the Deputy Chief Constable will oversee plans across the three years. A monthly return on progress is also shared with the Home Office.
- 4.9 Due to the projected impact of the increase in officer numbers across a range of policing functions (which include - Recruitment, Human Resources, Learning and Development, Finance and Norfolk's 2020 Modernisation Programme) the Joint Human Resources Team has been further strengthened with the appointment of a Chief Superintendent who will take responsibility for this project for both forces as well as managing the response for the Eastern Region (Norfolk, Suffolk, Essex, Bedfordshire, Cambridge, Hertfordshire and Kent). They are being supported by a dedicated programme manager.
- 4.10 As of September 2020, with the current planned intakes of student officers the force is currently on target to reach a headcount of 1,772 by March 2021. This represents an increase of 95 over the Uplift base figure for Norfolk of 1,667. The additional numbers recruited over the year will then contribute to the recruitment target for April 2021 to March 2022.
- 4.11 Presently the recruitment team are receiving an estimated double the amount of applications per week than this time last year. There are currently an estimated 673 applications in the system. Additionally, there are also 22 transferee applications currently being considered.
- 4.12 Norfolk is tracking diversity as part of its recruitment plans. In a further effort to make sure that the diverse communities across Norfolk and Suffolk are reflected in this work a Positive Action Recruitment Advisor has also been appointed. Their initial work is assisting in;
- Supporting Black Asian Minority Ethnic (BAME) candidates through the recruitment process.
 - Delivering a series of inputs to highlight the opportunities for a career in policing with City College and University of East Anglia students.
 - Working with partners to develop a marketing strategy to set out the County's unique selling points.
 - Supporting each of the police district engagement officers to help identify the opportunity to offer the police career potential to the broadest cross section of the communities across Norfolk.
- 4.13 At the time of this report 7.7% of candidates are from the BAME community. Whilst there is clearly further work to be done the Constabulary can report progress when comparing this figure to 2018, when just 1.77% of applications were from the BAME community.
- 4.14 The normal recruitment process involves;
- Application – submitted by the candidate.
 - Applications are then assessed for suitability against the competency-based responses the candidate submitted
 - Assessment Centre – run nationally by the College of Policing, these events see candidates tested against the core skills of the role of constable to consider their suitability.

- Fitness test
 - Final Interview
 - Security Vetting and referencing
 - Medical assessment and uniform fitting.
- 4.15 COVID has meant that final interviews are currently taking place virtually and the medical assessment has moved to a written format.
- 4.16 The College of Policing in its COVID response has adapted the assessment centre element so that it can be run on-line and Norfolk is working with the College with the aim of being able to independently run these assessment events locally. This will allow for a higher number of candidates to be processed giving greater capacity to the recruitment process.
- 4.17 Norfolk Constabulary will move away from the Initial Police Learning and Development Programme (IPLDP) after it was reviewed by the College of Policing who recognised it needed an update.
- 4.18 The new programme, the Police Educational Qualification Framework (PEQF) looks to ensure new officers are equipped with the skills and capabilities necessary for the current operational policing environment.
- 4.19 The new route will offer two entry points;
- Police Constable Degree Apprenticeship (PCDA) – a three-year policing degree apprenticeship whilst serving as a police officer.
 - Degree Holder Entry Programme (DHEP) – a two-year academic diploma for those candidates who already have a degree which can also be completed whilst serving as an officer.
- 4.20 The Police and Crime Commissioner has supported the Constabulary in this endeavour by endorsing and signing off a business case facilitating engagement in an academic partnership with Anglia Ruskin University. This will enable the awarding of the degree and diploma qualifications to those who successfully complete the respective courses.
- 4.21 Norfolk anticipates the first cohort of PCDA students will start in January 2022. Prior to this point student officers will follow a modified version of the IPLDP programme called “Pathway 104”. This hybrid programme includes a significant focus on the operational competencies from the PEQF package.
- 4.22 In order to support student officers through a significantly more robust academic learning-based approach a coaching and mentoring programme has been developed for supervisors to ensure there is improved work-based help available.
- 4.23 With the increase in the number of officers being recruited and the programmed introduction of the degree based initial police training programme there is an associated significant pressure on the Norfolk training estate. This issue has been further intensified factoring in the COVID-19 guidance around social distancing. The matter has been addressed through the Police and Crime Commissioner overseeing and signing off the business case allowing for the

purchase of Hethersett Old Hall School. This new facility will be developed into a bespoke training site with four classrooms opening in September 2020 along with a scenario training block. Further developments are planned which include additional classrooms and refreshment areas with the site aiming to be fully operational by March 2021.

- 4.24 The Chief Constable and the Force Executive Team have reviewed the operational policing model. An evidence-based methodology has been used to ensure that additional numbers are allocated to critical functions where the service can be enhanced to the community. As the Uplift Programme progresses and more information is known on the additional numbers Norfolk can expect, this same approach will be utilised to deploy additional staff to where they are most needed.
- 4.25 Those work areas which will see a staffing uplift as a result of the first years increase include;
- Rape and Serious Sexual Offending – where the demand continues to rise and we want to improve our service and outcomes for our most vulnerable victims.
 - The Local and Serious Organised Crime Team – to work alongside our neighbourhood policing teams to combat Organised Crime Groups including County Lines.
 - Operation Moonshot – the three proactive policing teams across the county targeting criminality across the road network.
 - Detective roles in Safeguarding and investigations relating to Online Child abuse including sexual abuse, and the multi-agency child exploitation team who engage with the children within our communities who are most vulnerable to sexual and criminal exploitation and proactively tackle the criminals seeking to exploit the vulnerable for either sexual or other serious criminal activities.
 - Desk based investigations in Operation Solve – which improves the timeliness of our service to victims.
 - Contact and Control Room – to improve our service at the initial point of contact supervising the growing switchboard team (funded through the Police and Crime Commissioners 2019/20 precept rise).
 - Investigations improvement – where the Constabulary is working to improve the investigations of volume crime following the HMICFRS area for improvement.

5. Performance Measures – Increase Visible Policing

- 5.1 The following tables outlines the performance metrics for 2016-2020 both at county level and at district level:

COUNTY				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Increase Visible Policing	Actual Strength: Police Officers	1,634	1,455	12.3%
	Actual Strength: Police Staff	1,179	N/A	N/A
	Actual Strength: Special Constabulary	180	197	-8.5%
	Actual Strength: Police Volunteers (data from May 2016)	138	119	16.2%
	Funded Strength: Police Officers	1,589	1,450	9.6%
	Funded Strength: Police Staff	1,231	1,051	17.2%
	% of Police Officer Funded Strength available for front line duties*	90%	89%	1%
	% of people who agree that they have confidence in police (CSEW)	77.1%	81.1%	-4 p.pt
	***% of people who agree that police deal with community priorities (CSEW)	54.9%	62.7%	-7 p.pt

*Due to recording procedure, this data shows the % Effective Strength of the Force available for Front Line Duties. Officers who are out of the classroom and attending incidents under tutorship are not counted within this figure, as they are not recorded as effective until the point where they pass basic driving, however they are available for and are undertaking front line duties.

- 5.2 Date range used is from July 2019 to June 2020 for all metrics except public confidence measures, which use the range April 2019 to March 2020.
- 5.3 Recruitment continues towards increasing overall police numbers in line with government pledges, considering officer retirees in the coming years.
- 5.4 Norfolk Special Constabulary numbers have seen reductions over the last twelve months owing to members of the Special Constabulary being recruited to become regular police officers. To increase Special Constabulary numbers a more localised recruitment and training programme has been developed.
- 5.5 The effective strength of the uniform policing model has increased slightly to 90% since previous reporting, which is the level expected allowing for aspects such as long-term sickness, absences, maternity and officers in training.
- 5.6 The neighbourhood policing element of the Norfolk 2020 policing model is now fully established.

6. Prevent Offending – Commissioned Services update

- 6.1 The current Norfolk Strategic Framework for Reducing Offending has been in place since 2019. When the Framework was launched, as one of a range of strategies designed to support delivery of the PCC four year Police and Crime Plan ‘Working together for a safer Norfolk’, it heralded a new approach to addressing offending in Norfolk, with criminal justice agencies, local authorities, health and voluntary and community sector partners across Norfolk coming together for the first time to jointly agree a new, ‘whole-system’ approach to tackling youth and adult offending in the county.
- 6.2 Overall, good progress has been made in taking forward delivery of the Framework, for example:
- Taking forward a programme of work with partners to improve the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders;
 - Extending opportunities for young people’s active engagement in sport and activities to provide opportunities for individuals at risk of offending to make different life choices, lift their aspiration;
 - Working to ensure that health and social care and criminal justice work more closely to reduce the vulnerability of women to offending and reoffending.
- 6.3 The OPCCN and partners remain ambitious for further progress to be made. To this end there is a firm commitment across partners to continue to work collaboratively in a joined-up way to deliver the agreed priorities of the plan.
- 6.4 People with lived experience of the criminal justice system face several barriers with access to employment and education being at the forefront. Not only are many ex-offenders often unprepared for employment in terms of their skills and training, but there remains a stigma among some employers about hiring people with a criminal conviction.

- 6.5 Gateway to Employment was established in 2015 with the aim to better understand and support pathways into employment and progression routes for people with lived experience in the criminal justice system and to support the delivery of governments strategic objectives.
- 6.6 Published May 2018, the Education and Employment strategy sets out the government's intentions including a commitment to ensure that when an offender enters prison they should be put, immediately, onto a path to employment on release.
- 6.7 Gateway to Employment has supported the development of the Education and Employment strategy, in particular through Prison work, by providing employers with easy access to prisons, and work placements on day release which help prisoners build towards employment opportunities on release.
- 6.8 With reoffending costing the UK billions each year and the impact of the COVID-19 pandemic, in 2020, the Gateway to Employment partnership acknowledged the need for refresh to improve employment opportunities for people with lived experience.
- 6.9 A Gateway to Employment Operational Group has been established, reporting to the soon to be refreshed Gateway to Employment Project Board and through the expertise and knowledge of its new members Gateway to Employment will be able to further progress governments strategic objectives.
- 6.10 The Gateway to Employment Operational Group is responsible for oversight and implementation of local delivery of the government's Education and Employment Strategy (May 2018). The group brings together criminal justice agencies and key stakeholders to provide expert advice and challenge.
- 6.11 The Operational Group is co - chaired by the OPCCN's, Head of Prevention and Rehabilitation and the Senior Partnership's Manager, Department for Work and Pensions, Norfolk with the vision to see a reduction in reoffending of those with lived experience of the criminal justice system.
- 6.12 The Operational Group will develop options for members of Norfolk's local community by:
- Improving access to vocational education, training and apprenticeships
 - Increase participation in education, training and employment
 - Increase employment opportunities
 - Engage labour markets
 - Offer targeted support to vulnerable young people by providing mentors to help young people develop the personal and practical skills required to build a more positive future.
 - Raising skills levels
- 6.13 The Gateway to employment Operational Group works in close partnership with:
- Department for Work and Pensions, Norfolk Senior Partnerships Manager

- Norfolk and Suffolk Community Rehabilitation Company, Strategic Lead for Employment
- Norfolk Youth Offending Team, Head of Service
- Norfolk Public Health England, Commissioning Manager – Vulnerable People
- HMP Norwich, Head of Resettlement
- New Anglia LEP, Skills Manager
- Training Manager, Bernard Matthews
- Person with Lived Experience
- Business in the Community, Business Partner

Note: another agency representation will be identified and co-opted when necessary.

- 6.14 Working alongside other service providers is crucial to ensure our efforts are joined up with the work of others, and to maximise the chances clients have of making lasting changes to their lives.

Initiatives underway

- 6.15 Project ADDER - the Operational Group are supporting the DWP in its grant application providing additionality to Project ADDER. Should the application be successful, two posts will be created, an experienced work coach who will be responsible for engaging with local employers and identifying opportunities for those with lived experience and a mentor who will provide targeted support.
- 6.16 Project Kickstart - the Operational Group are supporting the government's new Kickstart Scheme in Great Britain (a £2 billion fund to create 6-month work placements aimed at those aged 16 to 24 years who are on Universal Credit and are deemed to be at risk of long-term unemployment), by encouraging local employers to place those young people with lived experience on work placement.
- 6.17 ESF Funding - New Anglia LEP have been working to develop a European Social Fund Call Proposal entitled 'Enabling positive outcomes for young people exploited or targeted by 'County Lines' drug supply networks, with the ambition of providing support and prevention activity with an emphasis on encouraging young people to remain in education. Operational Group members are working in partnership in preparation for the formal call for tender.
- 6.18 Housing for prison leavers project - as a direct consequence of COVID-19, Enhanced Through the Gate (ETTG) services are not being delivered in their current form.
- 6.19 Prison leavers are generally chaotic and there is significant demand across Norwich City for wrap around support for prison leavers.
- 6.20 On the 8th June 2020, the OPCCN commissioned the Person-Centered Support Officer role awarding the contract to St Martins Housing. The role has been developed to help those who:
- have been in prison to settle back into their local community
 - are at risk of offending or re-offending from committing crimes
 - reduce the number of people who become victims of crime

- 6.21 The main features of the Person-Centered Support Officer include:
- The scheme does not seek to duplicate other projects and initiatives but to complement existing provision working in, partnership approach
 - The Person-Centered Support Officer will engage with many people in our communities who are in deep trouble; disaffected, judged, depressed and anxious, affected by troubled family relationships, or suffering from drug misuse issues and are at great risk from COVID-19
 - Linked to and working alongside third and public sector organisations such as National Probations Service, Community Rehabilitation Companies and Police with the aim of partners managing clients together
 - A local response to local problems
 - Encouraging individuals to take control of their lives
 - Providing better stability from which goals can be easily progressed
 - All adults who have recently left prison or at risk of offending or re-offending can potentially be included
 - Reduced pressures on Police and other services
 - Achieving long-term desistance from crime
- 6.22 Since the project was announced, additional match funding has been pledged by Norfolk and Suffolk Probation Service to support the extension of the project beyond its initial contract term by twelve months, from 7th September 2021 – 7th September 2022.
- 6.23 This additional funding has also allowed for the project to expand its remit, which involves providing a stable home to improve housing outcomes for people leaving prison, particularly those people who revolve around the system struggling to move on in their life in a positive way.
- 6.24 This provision of accommodation has been made possible by working with a broader partnership of organisations, including Norwich City Council, Broadland Housing and Norfolk and Suffolk Community Rehabilitation Company.
- 6.25 Positive Futures - in September 2019, a new partnership project was launched by Norwich City Community Sports Foundation in a bid to help boost the resilience of young people at risk of child criminal exploitation or in need of a clearer direction in life.
- 6.26 “Positive Futures” has come to fruition thanks to support from the Premier League and Professional Footballer’s Association, the Office of the Police and Crime Commissioner for Norfolk (OPCCN), and Norfolk County Council Children’s Services, and is divided into two strands – ‘Protect’ and ‘Prepare’.
- 6.27 ‘Protect’ is a preventative project aimed at 11 to 13-year-olds who show signs of risk such as persistent absence from school, difficult personal relationships, a significant decline in school results or concerns their emotional well-being.
- 6.28 Young people take part in workshops across the 12-week programme within their school or, where appropriate, benefit from 1-to-1 support available from the Foundation’s full-time Protect Officer.

- 6.29 The project also offers support through access to residential experiences and intervention at The Nest – the Foundation’s Community Hub – for those who may need help outside the classroom environment.
- 6.30 ‘Prepare’ offers targeted intervention for pupils in Year 10 whose emotional resilience and self-esteem may have been affected by anxiety and stress at a crucial time in their lives.
- 6.31 Similarly, it is delivered over 12 weeks in school with 1-to-1 support, and through residential experiences, however workshops cover time-management and dealing with stress and anxiety, in order to give attendees, the skills and support to cope in stressful periods.
- 6.32 As of 30th September 2020, over 200 Young People were engaged in the programme. The success of the scheme can be found in the words of some of the Young People and School Leader’s:
- 6.33 Quotes from Young People:
- “Some of the workshops kind of hit home, especially drugs and alcohol”*
- “I’ve learnt to step out of my personal bubble, like doing things in front of other people that I thought I would never do, like reading, I’d have never done that before”.*
- “In primary school and high school, we don’t really learn a lot about drugs, we get told some of the main things, but here they go into a lot more detail”.*
- 6.34 Quote from School Leader:
- “Attendance at the online sessions has been really encouraging. We sometimes have 20 students attending and hear that more watch the recording afterwards with their parents. This opens up essential discussions that young people can have in their secure environments i.e. home and school. The attendance at Positive Pathways sessions is more than we have in an academic lesson which shows that our students are extremely interested and engaged in the topics that are covered. We can tell this by the questions they ask”.*
- 6.35 The OPCCN are working closely with all project partners to adapt delivery based on Government guidelines.
- 6.36 A review of Norfolk’s Youth Offending Team (NYOT) was commissioned by the NYOT Board in June 2020 to consider the future shape of the Youth Justice Service (YJS) in Norfolk in the context of the wider children’s transformation programme around youth, the new national standards for the YJB, the financial challenges facing the Service, the benefits of remaining as is or becoming partially or fully integrated into the wider system.
- 6.37 The task of has been to consider strengths and weaknesses of all possible options to deliver excellent outcomes against a vision of *child first offender second*, including criminal justice partners and aligned to other transformation initiatives. This will include (but not be limited to) the planned introduction of a new Targeted Youth Support Service (TYSS) for young people considered to

be at risk due to extra familial factors and the No Wrong Door Model (NWD) – as well as other teams and initiatives from across the partnership, and the opportunities for developing a shared culture and alignment across the wider system.

- 6.38 Following the NYOT Management Board directive in June 2020, it was agreed that a high-level options paper was to be developed and presented to the board in September 2020. As such a core group of Local Authority leads was formed to coordinate the work, to organise engagement across the partnership and the Criminal Justice system and to pull together materials for the Norfolk YOT Management Board and wider stakeholders to consider.
- 6.39 A number of engagement sessions with Board members was organised to secure input, ideas and buy in from a range of partners.
- 6.40 The desired aims of the review were:
- Provision of a seamless system-wide service that makes sense to young people and their families and the professionals that they work with, means less handovers and greater continuity of support, and which delivers a high-quality service to children and young people in Norfolk
 - An ability to ensure that the YOT's statutory duties are carried out and key performance measures are met, including the duty towards those children and YP at risk at offending
 - Greater join up across the system with services and practitioners working towards a shared vision, delivering a consistency to the services experienced by young people and their families
 - Bridging of the current NYOT funding gap
- 6.41 The OPCCN has been engaged throughout this review and awaits the detailed options appraisal and funding review.
- 6.42 WONDER - Norfolk's Women Offender Steering Group was established in 2018 in response to government's strategic objectives for female offenders. Published 27th June 2018, the Female Offender Strategy sets out the government's intentions including a commitment to a new programme of work for female offenders.
- 6.43 The Steering Group has supported the development of female offender policy over the last two years. In particular, through the Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER) scheme which seeks to help vulnerable women in criminal justice settings access the services and support required to address the root causes of their offending.
- 6.44 The operating model, which is managed by St Giles in partnership with Future Projects, includes comprehensive assessment and a holistic and coordinated approach to accessing and receiving support.
- 6.45 Since its launch, WONDER has received 696 referrals, referred to the project through community policing, police custody, multi-agency early help hubs, health services, victim services and other help and support networks for vulnerable women. A number of women have also self-referred to the project, having heard about it through housing providers, job centres or foodbanks.

- 6.46 Women describe lives that had been largely derailed by domestic/ sexual abuse and having encountered the police because of reporting domestic abuse/ harassment. The factors that contribute to offending behaviour are complex therefore and as such the WONDER scheme undertakes a comprehensive assessment of a woman and takes a holistic and coordinated approach to accessing and providing support as well as asking the women to identify their own needs/ priorities.

“From day one, my link worker has been my rock. She always listened and never judged me. Before I met her, I was a mess and giving up on life. Now, because of everything she has done for me, I have become the best person I can be and I can’t thank her enough.” (WONDER client)

- 6.47 Women report several benefits that they have derived from the WONDER scheme: These include:

- More confidence in dealing with financial and administrative matters; and facing up to issues that needed dealing with
- Beginning to address trauma
- Better able to keep appointments
- Better financial stability
- More confidence in getting out and about
- Better self and domestic care and renewed interests in hobbies, vocational pursuits (including an interest in voluntary work) and ultimately, employment
- Reduced substance misuse (better strategies for dealing with difficulties)
- Reduced likelihood of reoffending, across a range of offence types#

- 6.48 In 2020, the Steering Group acknowledged the need for refresh and the development of a Countywide Strategy Group to further progress governments strategic objectives, recommendations of the independent evaluation of the WONDER scheme and the aims of the soon to be published, National Female Offender Concordat.

- 6.49 The Strategy Group is co- chaired by the OPCCN’s, Head of Prevention and Rehabilitation and the Eastern Region, National Probation Service’s, Strategic Lead for Women, with the vision to see:

- fewer women coming into the criminal justice system;
- fewer women in custody, especially on short-term sentences, and a greater proportion of women managed in the community successfully;
- improved provision of through the gate services for those in custody.

- 6.50 With an inaugural meeting scheduled for October, the group brings together criminal justice agencies and key stakeholders to provide expert advice.

- 6.51 This year WONDER was shortlisted for a Community Award by the Howard League of Penal Reform. The annual awards celebrate the country’s most successful community projects which encourage desistance from crime and keep people out of the criminal justice system by providing other proportionate, effective interventions to help reduce the risk of reoffending.

7. Safer Streets Fund – OPCCN update

- 7.1 This section of the performance paper provides an outline of what the Safer Streets Fund is, contextual information on the location that formed the basis for Norfolk's bid, what interventions were selected to prevent crime, what the anticipated impact is and the progress made on implementing these interventions since receiving confirmation of funding.
- 7.2 The Safer Streets Fund was a £25 million fund open to bids from Police and Crime Commissioners (PCCs) across England and Wales to fund initiatives aimed at preventing acquisitive crime.
- 7.3 The Fund was launched in response to a change in acquisitive crime trends. Overall levels of crime in England and Wales had been declining since reaching their peak in the mid-1990s. However, this is now changing, and the current volume of acquisitive crimes has increased by 8% compared to the year ending March 2017 nationally, according to the Fund's prospectus.
- 7.4 Home Office analysis highlighted that acquisitive crimes, such as burglary, are not randomly distributed but persistently and disproportionately concentrated in certain communities. The top 5% of local 'hotspot' areas nationally recorded 31% of all recorded acquisitive crimes in 2018/19, a statistic that is repeated for Norfolk.
- 7.5 There is strong evidence that acquisitive crime can be prevented through situational crime prevention initiatives, such as alley-gates and improving home security. The £25m Safer Streets Fund enabled PCCs to work with their partners to invest in these proven interventions in the areas worst affected, subject to set criteria¹. PCCs were allowed to submit up to three bids up to the value of £550,000 per bid.
- 7.6 The Norfolk PCC submitted one bid to the Fund. This bid covered an area of Norwich called "North Central Norwich" which is characterised by high levels of relative deprivation, with the majority of the area falling into the 10% most deprived areas in England, according to the Indices of Multiple Deprivation 2019. The area has four of the top ten acquisitive crime rate Lower Super Output Areas² for acquisitive crime and burglary in the whole of Norfolk. Further analysis highlighted that anti-social behaviour is three and a half times higher here, compared to the rest of the county. Therefore, North Central Norwich was selected as the priority bidding site.
- 7.7 The area predominantly consists of flats or similar (62%), with terraced housing accounting for a further 23%. According to the 2011 Census, 55% of dwellings in this area are social rented properties, many of which are owned by Norwich City Council.

¹ The area must be a defined geography (preferably Lower Super Output Areas); have a targeted population (between 500 and 3,500 households and 1,000 to 9,000 residents); experience high crime rates (30.38 acquisitive crimes or 8.29 burglaries per 1,000 population per year); be predominantly residential.

² LSOAs (Lower Layer Super Output Areas) are geographical areas automatically generated to be as consistent in population size as possible. There are 34,753 LSOAs in England and Wales, which have between 1,000 and 3,000 residents or 400 and 1,200 households.

- 7.8 When developing the bid in partnership with Norwich City Council and Norfolk Constabulary, residents of the area were asked whether they thought burglary and acquisitive crime were issues where they lived. 77% said both were issues and a further 17% said that acquisitive crime only was an issue. Residents were also asked what else they thought were crime issues in their area with 63% mentioning drugs dealing and 40% mentioning drugs without being prompted.
- 7.9 To inform the bid, police data was further analysed to identify hotspots and themes in mode of offending and crime types. In addition, the PCC worked with Norfolk Constabulary's Police Officers and Architectural Liaison Officers and Norwich City Council Officers to undertake Environmental Visual Assessments. This helped to identify that home security and 'permeability' were issues that made the area susceptible to crime. Therefore, the hypothesis for this project is that 'by improving the home security and permeability of vulnerable properties in North Central Norwich and increasing residents' awareness of crime and involvement in keeping safe from crime, the number of burglaries committed in this area will be reduced'.
- 7.10 Based on this the Norfolk PCC proposed to:
- Improve security to 121 properties owned by Norwich City Council and the Norwich Housing Society, including the installation of fencing and Secure by Design standard doors and locks to reduce permeability at a cost of £256,450.
 - Provide up to 15 sets of alley-gates to terraced houses within the bid area who meet set criteria at a cost of £26,173.
 - 3,500 property marking kits to be offered to residents in North Central Norwich.
 - Support the development neighbourhood watches in the bid area.
- 7.11 Improving the security of vulnerable homes was identified as an important part of Norfolk's response because criminological research shows that it is a very effective way of preventing crime. The Environmental Visual Assessments highlighted several vulnerabilities that this bid aims to target. The ability to achieve an upgrade of many of the properties was made simpler due to Norwich City Council owning much of the vulnerable stock.
- 7.12 Permeability is an issue in North Central Norwich. This permeability makes some locations vulnerable to opportunistic burglars because they are easy to access. By decreasing the number of exits the chances of being caught can be increased and preventing people using such locations as a cut through increases the effort needed to commit a burglary.
- 7.13 In addition, there are a lot of terraced houses in North Central Norwich which are vulnerable to burglary due to not restricting access to the rear of the properties. Alley-gates have been shown to reduce burglaries by up to 43% for terraced houses. By installing alley-gates, security can be improved and therefore burglary can be prevented.
- 7.14 The hypothesis also requires residents to protect themselves. This can be achieved by providing information and resource through neighbourhood watch and property marking schemes. Research into the impact of neighbourhood

watch on crime shows a suggests a reductive effect for both burglary (11%) and other forms of crime (15%) could be achieved. The research for product marking kits is not up to date. A 1983 study found product marking to have a reductive effect of 40% on burglary. This indicates this method of crime prevention is effective, although more up to date research is required. The Norfolk PCC is working with SelectaMark, the provider of product marking kits to this project, to offer support to develop an independent evaluation of the impact of their product.

- 7.15 The total funding awarded was £363,164, which was awarded in full. It is predicted that the number of burglaries and acquisitive crimes in this area will be reduced by 20% (18) and 3.8% (20) respectively per year, taking in to account the complementary impact of the different interventions. Heeks et al (2018)³ put the cost of a single domestic burglary at £5,930. Therefore, the deliverables in this bid would result in a £106,740 saving per year and take less than four years to make a return on reduction in burglary alone.
- 7.16 In addition to the predicted impact of preventing burglaries and other acquisitive crime in North Central Norwich, it is anticipated there will be a reductive effect on anti-social behaviour. This is because access will be limited to spaces where anti-social behaviour has been an issue in the past and the expansion of the neighbourhood watch will lead to less anti-social behaviour.
- 7.17 The delivery period of the project covers the final three financial quarters of 2020/21. Due to delays caused in awarding bids due to the Coronavirus COVID-19 response, bids were not awarded until the last week of July, resulting in losing two months of mobilisation and delivery time.
- 7.18 Despite this early set back, Norfolk PCC's delivery partners have been able to provide timelines which would allow for the delivery of the bid in full. The delivery partners are Norfolk PCC, Norwich City Council, Norwich Housing Society and Norfolk Constabulary, all of whom meet virtually every month to provide status updates and to establish joint working pathways at the Safer Streets Board.
- 7.19 In the first quarter of delivery Norwich City Council have submitted planning permission proposals for work where relevant, completed measurement for equipment where possible and created literature to advertise the alley-gate scheme. Norwich City Council are on course to deliver their project currently.
- 7.20 Similarly, Norwich Housing Society are on course to meet their part of the project. They have arranged for and received quotes for communal access doors, external front doors and the fence and will contact preferred provider to arrange installation in the coming weeks. The border the fence will be placed on is a disputed boundary. Norwich Housing Society and Norwich City Council are working on an agreement stating they will share maintenance of the fence until the boundary ownership is resolved.
- 7.21 Norfolk Constabulary are leading on two key deliverables. Firstly, the delivery of 3,500 product marking kits to residents in North Central Norwich. This is an

³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732110/the-economic-and-social-costs-of-crime-horr99.pdf

intensive campaign of delivery to residents that supports residents to mark their property and add it to a database. The equipment is currently being delivered with Norfolk Constabulary bringing together a team that will be able to provide this service. Crucial to the success of this is to 'advertise' that the product marking kits are in use in that area.

- 7.22 The second deliverable that Norfolk Constabulary are responsible for is expanding the presence of the local neighbourhood watch. This is being delivered in collaboration with the local Neighbourhood Watch Co-ordinator.
- 7.23 The Home Office are commissioning a fund wide evaluation of the impact of crime prevention interventions. Whilst the Norfolk PCC is supporting the evaluation with data and feedback, the evaluation will not be broken down to an individual PCC level. Therefore, a local evaluation is being planned and will include:
 - Review of Norfolk Constabulary data to establish impact of interventions locally
 - Assessment of the application of interventions
- 7.24 A key deliverable of this bid is for the changes to be sustained. Norwich City Council and Norwich Housing Society have agreed that they will maintain all doors, locks and other resources funded to be installed on their properties. They are also purchasing equipment that has long guarantees. Further, all alley-gates purchased will become the responsibility of property owners to maintain. Product marking kits purchased for the scheme will be recorded on a national database which will be kept indefinitely and the product marking kits themselves do not expire. The neighbourhood watch expansion will build capacity within communities and receive ongoing support from Norfolk Constabulary to ensure that this intervention is maintained beyond the end of Safer Streets funding.
- 7.25 The interventions planned through the Safer Streets Fund involve engaging with members of the public in many different scenarios. Ensuring this is done in a manner that aims to prevent the spread of Coronavirus COVID-19 is essential. Norwich City Council and Norwich Housing Society have been asked to ensure that when installing equipment, they require contractors to follow applicable government guidelines to keep themselves and others safe.
- 7.26 In addition, Norfolk Constabulary will be liaising directly with members of the public when delivering product marking kits. Norfolk Constabulary will ensure they deliver product marking kits in as safe a way as possible, whilst maintaining best practice regarding product marking and neighbourhood watch.

8. Prevent Offending – Constabulary progress

- 8.1 This section of the report provides an overview on the impact of COVID-19 on the Criminal Justice System in Norfolk (CJS) and the police and partner response to ensure that victims and witnesses are supported alongside ensuring offenders continue to be brought to justice.
- 8.2 The COVID-19 emergency has imposed unprecedented challenges on the justice system. A Government priority was to ensure that the administration of

justice did not come to a halt as a result of the pandemic and the emergency measures which were imposed to control it.

- 8.3 The CJS comprises a number of partner agencies including, among others, the Police, Crown Prosecution Service (CPS), Her Majesty's Courts and Tribunals Service (HMCTS) and the National Probation Service (NPS). The clear pressure point for the CJS was the impact on the criminal courts with delays to hearings and trials both in the Magistrates' and Crown Courts as COVID restrictions affected the capacity in the system across the courts estate.
- 8.4 In Norfolk and Suffolk, a Local Criminal Justice Board (LCJB) comprising the key CJS agencies and including the Police and Crime Commissioners for Norfolk and Suffolk has been established for many years and was well placed to coordinate the response and recovery plans.
- 8.5 The Board reviewed the local difficulties and challenges experienced during COVID-19 including the response and recovery plans from the key agencies to ensure that there was 'joined up' working and that the needs of victims and witnesses were being properly addressed.
- 8.6 The response required rapid changes to be implemented to ensure that essential work continued within the restrictions that COVID-19 presented. The partner agencies, working together, needed to be flexible and creative in the design and development of the recovery phase to ensure it could be achieved and implemented in line with national guidance from the Ministry of Justice/ HMCTS / CPS and the National Police Chiefs Council.

Response phase

- 8.7 Initially and in order to address key risks a case prioritisation process was developed creating three categories, with only the most urgent and important cases being heard;
 - Priority was given to hearings that related to custody, detention and bail, and urgent applications for matters such as domestic violence.
 - The second priority was for any public health or coronavirus prosecutions; sensitive and high-profile cases and cases involving children and vulnerable victims and witnesses; any serious and time sensitive youth cases and custody trials.
 - The third category was all remaining cases.
- 8.8 There was an increased use of the virtual court system (in effect an audio and visual link between police stations, solicitors and the courts) and all remand hearings were then held virtually. The Norfolk Police and Crime Commissioner has already supported investment in this system and with a small increase in resourcing the Constabulary was able to ensure it was effectively used to contribute capacity to the court process whilst ensuring safe COVID working.
- 8.9 At this initial response stage, nearly all trials at Magistrates' and Crown Courts were suspended as a result of being unable to accommodate court users on

site with social distancing requirements and the requirement to socially distance a 12-person jury still remains a challenge.

- 8.10 However, priority cases at Magistrates' Courts were heard and some Crown Court business, sentencing and pre-trial preparation hearings continued with judges operating remotely.
- 8.11 However, although some essential court business was completed the majority was adjourned until further options could be considered under the response phase to extend court capacity.
- 8.12 For the police, although there was a reduction in the number of suspects being arrested and taken into custody during the period of lockdown, the number of cases being submitted to the CPS and courts by the police (charges and postal requisitions) remained relatively constant at 670 per month and reflected the average number of cases a month from the previous year. It was clear officers were using the initial period where policing demand reduced to proactively continue their investigation work and they in turn were supported by an increase in CPS capacity to review and support investigations to the point of a charging decision.
- 8.13 In accordance with national guidance to manage court workloads, the times increased for those matters being bailed to the courts, 28 days for guilty pleas and 56 days for not guilty pleas compared with 14 and 28 days respectively pre-COVID. Cases subject to postal requisition were remitted for 84 days.
- 8.14 The partnership acknowledged that there was an impact on victims and witnesses as they found themselves waiting longer for their cases to be heard or resolved.

Recovery phase

- 8.15 Having established an initial response all CJS agencies including the police have been working together under the oversight of the LCJB to implement recovery plans but it remains clear that whilst social distancing restrictions are in place the courts system will not be able to operate at pre-COVID levels until social distancing requirements are no longer required. As an example, at Norwich Crown Court, two court rooms will be required for one trial to accommodate the jury and court users. Trials where there are multiple defendants in the dock co-charged will also have to be delayed due to insufficient court room space.
- 8.16 All criminal courts in Norfolk are now open (King's Lynn had been closed during the response phase) and measures have been introduced at all courts to ensure compliance with COVID restrictions. The further use of audio and video technology into court is being developed as an option. Police officers have been able to use 'Live Link' facilities at police stations for some time (when authorised by the court) to give their evidence remotely and this opportunity continues.

- 8.17 The courts are also looking to explore extending their operating hours to evenings and weekend to maximise the number of cases which can be heard but this is still subject to consultation with court users. Magistrates' Court lists in Norfolk will be extended in September to provide more capacity to hear cases with October seeing additional plans to target a reduction in the backlog through the provision of increased resourcing across all partners.
- 8.18 In the Magistrates' Courts, a court led triage process is in place to prioritise trials and there is engagement with victims and witnesses through the police Victim and Witness Support Team to update them on likely trial dates when their case will be heard.
- 8.19 Crown Courts continue to work through outstanding cases but trials are being prioritised by judges and listing officers but there will inevitably be delays following almost four months with no trials being heard and limited court capacity.
- 8.20 It is not currently possible to predict the timescale for when Magistrates or Crown courts will return to pre-COVID levels but whereas during the response phase the number of cases coming into the system far exceeded those which were being dealt with, this disparity is now levelling off, but there remains a substantial backlog of cases to be dealt with.

Victims and Witnesses

- 8.21 The impact on victims and witnesses of these delays remains a key issue, and is something the LCJB is very aware of with its potential impact on public confidence.
- 8.22 The police led Victim and Witness Service (VAWS) team have experienced significant increases in workload with more victim and witnesses involved in active cases. In addition, they are also supporting the court led triage process by keeping victims and witnesses engaged and updated. It has been estimated nationally that the work of these teams has increased by 45%.
- 8.23 Looking to support victims of domestic violence the Constabulary's Domestic Abuse Safeguarding Team will contact an injured party where significant risk is identified at an early stage. The aim is to provide that support throughout the investigation and court process.
- 8.24 It is recognised there is a risk that attrition rates could increase as victims and witnesses potentially disengage with the CJS process and every effort is made by the police VAWS team and other agencies to keep victims and witnesses engaged but it is challenging. They are supported by the Joint Criminal Justice Services Department, the actual investigators of the case and partner agencies.
- 8.25 One positive development is the expected new provision enabled under Section 28 of the Youth and Criminal Evidence Act 1999 which will be introduced in Norwich Crown Court in November. This will mean that pre-recorded cross examination of children and vulnerable witnesses will be undertaken at an early

stage, recorded, and played to the jury at the time of the trial meaning these vulnerable groups will give their evidence much earlier in the process.

Other policing issues

- 8.26 The police will continue to deal with cases out of court through community resolution, caution or conditional caution where appropriate and in line with national guidance. This enables an early resolution to the case and finalisation for victims and witnesses. It is particularly useful in addressing low level matters.
- 8.27 Delays in cases reaching first hearing or progressing to finalisation at court or trial means that defendants are on bail for longer periods of time meaning managing the risk an individual presents will continue in some cases for an extended period. The police and partners retain the capability and capacity to oversee those individuals through a number of means;
- Those remanded in custody by the courts are subject to strict custody time limits when the case has to be heard.
 - Police bail can be used to impose conditions on behaviour whilst an investigation takes place.
 - Court bail conditions can be imposed when the matter reaches a hearing.
 - The County's Multi-Agency Safeguarding Hub brings together key agencies and services to oversee the management of those that present a risk to others as well as offering specialist support to vulnerable victims.
- 8.28 The impact of COVID-19 and the inevitable restrictions this placed on the CJS, in particular the courts have been unprecedented and challenging. Delays have built up in the court system as cases have not been able to be heard or subject of a trial.
- 8.29 HMCTS supported by police and partners have developed recovery plans for the criminal courts and some cases are now being heard based on a prioritisation / triage, but not at the same levels as pre-COVID due to distancing requirements.
- 8.30 Further potential expansion with technology and extended hours are being considered but it will take some significant time for capacity within the system to bring the timeframes for cases back to pre-COVID levels.
- 8.31 The impact of this is felt across the CJS with partner agencies, but the role of the LCJB in coordinating agency responses has been beneficial. The greatest impact is likely to be felt by victims and witnesses with justice delayed and this will continue to be monitored at the regular LCJB meetings.

9. Performance Measures – Prevent Offending

- 9.1 The following tables outlines the performance metrics for 2016-2020 at county level:

COUNTY				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	1,571	1,538	2.2%
	Number of Personal Property Crimes	11,458	12,354	-7.3%
	Number of Hate Crimes	1,203	1,147	4.9%
	Serious Sexual Offence Crimes (SSO)	2,157	2,026	6.4%
	Number of Domestic Abuse Crimes (DA)	12,211	9,353	30.6%
	Number of Online Crimes	1,968	1,385	42.1%
	Number of Robbery Crimes	410	455	-9.9%
	Number of Violence with Injury Crimes	7,041	6,894	2.1%
	Number of Rural Crimes	528	428	23.3%
	Number of first-time entrants to the criminal justice system per 100,000**	204	303	-32.7%

*Personal property crimes include the following crime types: burglary residential dwelling, burglary residential non-dwelling (sheds/garages etc.), theft from the person, theft from motor vehicle, theft of motor vehicle and criminal damage.

**Long term average is generated from 3 years of YOT data with a timeframe of Oct 15 – Sept 18. Last 12 months of data is Oct 18 to Sept 19. Issues with data collection/extraction due to COVID-19 mean that this is the most up-to-date data that can be accessed.

KING'S LYNN & WEST NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
	Number of Child Sexual Abuse Crimes (CSA)	255	242	5.3%
	Number of Personal Property Crimes	1,739	1915	-9.2%
	Number of Hate Crimes	141	137	3.1%

Prevent Offending and Rehabilitating Offenders	Serious Sexual Offence Crimes (SSO)	312	282	10.7%
	Number of Domestic Abuse Crimes (DA)	1,829	1,406	30.1%
	Number of Online Crimes	288	227	27.0%
	Number of Robbery Crimes	49	52	-5.8%
	Number of Violence with Injury Crimes	1,073	1,034	3.8%
	Number of Rural Crimes	134	110	22.0%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

BRECKLAND				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	248	227	9.3%
	Number of Personal Property Crimes	1,550	1,669	-7.1%
	Number of Hate Crimes	137	122	11.9%
	Serious Sexual Offence Crimes (SSO)	293	269	9.1%
	Number of Domestic Abuse Crimes (DA)	1,668	1,180	41.4%
	Number of Online Crimes	278	191	45.4%
	Number of Robbery Crimes	36	30	20.2%
	Number of Violence with Injury Crimes	912	908	0.5%
	Number of Rural Crimes	106	99	7.0%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

NORTH NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	115	174	-34.1%
	Number of Personal Property Crimes	864	850	1.6%
	Number of Hate Crimes	64	56	13.5%
	Serious Sexual Offence Crimes (SSO)	151	194	-22.1%
	Number of Domestic Abuse Crimes (DA)	960	708	35.6%
	Number of Online Crimes	155	119	30.0%
	Number of Robbery Crimes	11	11	0%
	Number of Violence with Injury Crimes	502	467	7.4%
	Number of Rural Crimes	77	65	17.9%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

SOUTH NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
	Number of Child Sexual Abuse Crimes (CSA)	157	169	-7.0%
	Number of Personal Property Crimes	1,255	1,307	-4.0%
	Number of Hate Crimes	110	97	13.6%
	Serious Sexual Offence Crimes (SSO)	242	237	2.1%

Prevent Offending and Rehabilitating Offenders	Number of Domestic Abuse Crimes (DA)	1,308	930	40.7%
	Number of Online Crimes	197	149	31.9%
	Number of Robbery Crimes	22	23	-3.8%
	Number of Violence with Injury Crimes	686	594	15.5%
	Number of Rural Crimes	110	69	59.9%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

BROADLAND				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	166	143	15.7%
	Number of Personal Property Crimes	1,232	1,118	10.2%
	Number of Hate Crimes	119	98	20.8%
	Serious Sexual Offence Crimes (SSO)	219	179	22.7%
	Number of Domestic Abuse Crimes (DA)	1,265	915	38.3%
	Number of Online Crimes	197	136	45.0%
	Number of Robbery Crimes	10	18	-43.8%
	Number of Violence with Injury Crimes	635	604	5.2%
	Number of Rural Crimes	70	62	12.1%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

NORWICH				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	329	299	10.1%
	Number of Personal Property Crimes	3,003	3,409	-11.9%
	Number of Hate Crimes	434	453	-4.2%
	Serious Sexual Offence Crimes (SSO)	582	523	11.3%
	Number of Domestic Abuse Crimes (DA)	2,941	2,392	22.9%
	Number of Online Crimes	401	275	46.0%
	Number of Robbery Crimes	203	236	-14.1%
	Number of Violence with Injury Crimes	1,984	2,024	-2.0%
	Number of Rural Crimes	4	2	100%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

GREAT YARMOUTH				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
	Number of Child Sexual Abuse Crimes (CSA)	250	242	3.5%
	Number of Personal Property Crimes	1,698	1,979	-14.2%
	Number of Hate Crimes	184	173	6.6%
	Serious Sexual Offence Crimes (SSO)	309	293	5.6%
	Number of Domestic Abuse Crimes (DA)	2,096	1,736	20.7%

Prevent Offending and Rehabilitating Offenders	Number of Online Crimes	410	264	55.1%
	Number of Robbery Crimes	75	81	-7.8%
	Number of Violence with Injury Crimes	1,191	1,214	-1.9%
	Number of Rural Crimes	17	15	16.3%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

- 9.2 The long-term average for the number of crimes is a three-year average. This is used to smooth out seasonal variance and to avoid exceptional years in crime recording. However, the way we obtain data with respect to certain crime types (such as Child Sexual Abuse, Hate Crimes, Online Crimes and Rural Crimes) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk have used a system to record crimes called Athena. This allows officers and staff to add keywords (such as Child Sexual Abuse, Rural) to crimes to help categorise them for performance reporting, and we are now able to report on long term averages for all crime types. In some instances, however, historical data are still not available for certain categories of crime due to the constant evolution of the National Crime Recording Standards.
- 9.3 Whilst personal property crime has seen a decrease in recorded numbers there continues to be a rise in crimes most frequently perpetrated against vulnerable victims. The nature of Child Sexual Abuse, Serious Sexual Offences and Domestic Abuse crimes are such that victims are disproportionately likely to be vulnerable to further offences and to find it harder to recover from their experience of being a victim.
- 9.4 With regards to Child Sexual Abuse, it is clear that with increased reporting of both recent and non-recent offences and greater levels of peer-on-peer offending taking place online that there is an upward trend. This is replicated in other areas such as serious sexual offences and crimes of domestic abuse. This changing face of crime has been well documented within the Norfolk 2020 work and the Constabulary has allocated greater resources to maintain service levels in these expanding areas. The development of the new investigation model, as evidenced by the imminent opening of a new Investigations Hub at Swaffham will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.
- 9.5 The number of recorded domestic abuse crimes has gone up by 30.6% in the last 12 months against the long-term average. Some of this increase is a consequence of changes in recording practice as reported previously but a

proportion is a combination of a continued improvement in willingness to report and genuine increase in prevalence. When the crime and incident numbers are combined, the overall demand for domestic abuse is increasing. However, as previously mentioned, this is not totally negative – the increased willingness of victims to report domestic abuse crimes is entirely positive aspect of the increasing trend. This is in line with national domestic abuse trends and the causal factors are similarly believed to be national.

- 9.6 A great deal of work has been carried out by Norfolk Constabulary, the Office of the Police and Crime Commissioner and a range of partners over recent years in relation to safeguarding victims of domestic abuse. Whilst this work continues further measures are being introduced to not only seek prosecutions for those who perpetrate domestic abuse but to also seek to address the underlying behaviours of those who do so. One element of this work is the introduction of a pilot for a scheme known as Project CARA, which aims to introduce Conditional Cautions tied to compulsory workshop attendance to address domestic abuse offending behaviour in appropriate cases. During 2019-20 the preparation work in order to safely roll out the scheme has been developed. Whilst COVID-19 delayed roll out the aim is to commence the pilot in October 2020. A further element is a piece of work that is currently underway to address those high risk repeat domestic abuse offenders who simply move from partner to partner when measures are put in place to safeguard their victims. The methodology will be similar to the management of Registered Sex Offenders and will use a range of measures to identify and disrupt their offending behaviour whilst also seeking to address the underlying reasons that leads them to repeat their pattern of offending.
- 9.7 Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. Norfolk has experienced a percentage change of +6.4% in these crime types, again following similar trends nationally, but this rise is likely to reflect better recording practices and greater willingness to report offences over the long term as well as, potentially, greater prevalence overall. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports. According to the Crime Survey of England and Wales, the number of police recorded crimes has not yet caught up with the survey results and it is likely that the increase seen will continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime. In the last 12 months this has included the creation of additional supervisory posts to ensure that investigations into this form of criminality are carried out to the highest possible standard with an early focus on the issues which we know will be critical once cases come to court.
- 9.10 Norfolk Constabulary has a high performing Public Protection Unit (PPU), whose role is to manage all of the Registered Sex Offenders (RSOs) who reside in Norfolk. The work of the PPU is designed to manage the risk that RSOs present to the public and to prevent further offending. In the last year the

Constabulary have taken the innovative step of introducing a Polygraph Team into the PPU, consisting of three trained and accredited polygraph operators. Whilst polygraph cannot be used for evidential purposes it is an extremely effective risk management tool. Its introduction to Norfolk has led to the discovery of several previous unknown offences and has uncovered an escalation in risky behaviour or thought patterns in a number of RSOs that has allowed for early intervention.

- 9.11 Robbery has decreased by -9.9% from the long-term average. It is the case that overall numbers of offences are relatively small and we should be wary of over-interpretation, especially outside of Norwich. It is nevertheless true to say that a focus on street-based offending linked to County Lines enforcement may be a factor in the marginal reduction seen in the city.
- 9.12 Better recording standards are believed to have influenced the 2.1% increase in offences of violence with injury compared to the long-term average. The majority of offences in this crime category are lower level assaults (the most common is Actual Bodily Harm) and this trend has been seen nationally. The majority of these assaults are investigated by officers within the County Policing Command who on average have less service than those in the CID. To support these officers the force has delivered a comprehensive training and improvement plan to give them the skills and knowledge they need to deliver effective investigations for the public.
- 9.13 Regarding Personal Property crimes, of note is that theft of motor vehicle has decreased by 12% in the last 12 months compared to the long-term average. However, it is worth noting a shift in offending patterns has been identified, with higher-value vehicles being targeted and more organised offending groups. In particular, an increase in vehicle thefts where technology is being used to disable security is being attributed to criminal groups known to be operating across Norfolk, Suffolk, Essex, Kent and Cambridgeshire. A joint operation across Norfolk and Suffolk in 2019 led to the identification of a specific Organised Crime Group targeting a specific brand of van. Police enforcement against the crime group led to the arrest of offenders and the disruption of their criminal activity. Furthermore, since the beginning of the lockdown period in March 2020, there has been a national decrease in Personal Property crimes due to the changes in the behaviour of both victims and offenders. Norfolk has followed this trend, with the number of Personal Property crimes decreasing by 7.3% across the last 12 months. With the easing of restrictions, it is likely the offending will rise to normal levels again.
- 9.14 Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams, and through targeted resources such as Op Randall and Op Moonshot. King's Lynn & West Norfolk, Breckland and South Norfolk saw the highest number of rural crimes over the last 12 months.

- 9.15 Whilst rural crime has seen an increase the National Farmers Union's (NFU) annual report on the impact of rural crime (based on claims received by the NFU) noted that Norfolk was one of the few counties where the cost of crime had fallen. Norfolk saw a 7.1% drop in the cost of crime from £1,357,804 in 2018 to £1,260,881, bucking the national trend which saw a 9% increase.
- 9.16 Operation Moonshot continues to go from strength to strength with teams now active across the force area. Their targeted use of intelligence-led targeting of vehicle-borne criminals has been reported before but was recognised in November 2019 with the granting of a 'World Class Policing Award' at a ceremony in central London.
- 9.17 Operation Gravity has been a sustained effort since November 2016 to prevent County Lines drugs offending in Norfolk, although enforcement efforts have stretched far beyond the county boundaries to capture those exporting miseries to our county from London or other major cities. Hundreds of warrants have been executed alongside an equivalent number of search operations on vehicles and suspected offenders on foot in urban areas. The constabulary continually monitors intelligence on county lines groups as they emerge and officers are tasked to disrupt them before offenders can gain a foothold in Norfolk. Most recently the force has been praised nationally for its work with the Metropolitan Police Service to identify offenders who control dealer lines in Norfolk without themselves being involved in street-level dealing. Tackling this tier of criminals is vital to interrupting the exploitation of vulnerable individuals who are forced in to running drugs or harbouring dealers and the lessons learned through our work with the Metropolitan Police Service (MPS) are being embedded locally as well as shared as national best practice.
- 9.18 First time entrants (FTE) into the Criminal Justice System is a measure that is expressed per 100,000 population of Norfolk's 10-17-year olds. The number of 10-17-year olds entering the criminal justice system continues to fall. This has reduced to 204 per 100,000 for the last 12 months from a three-year average of 303.

Complaints Policy Sub Panel – Update

Report from the Chair of the Sub Panel, Air Commodore Kevin Pellatt

The Panel is asked to consider an update from the Complaints Policy Sub Panel.

1. Background

- 1.1 In July 2014 the Government announced a review of the entire police complaints system, including the role, powers and funding of the then Independent Police Complaints Commission (IPCC) and the local role played by Police and Crime Commissioners (PCCs). The proposed reforms form part of the Policing and Crime Act 2017.
- 1.2 It was agreed that a Sub Panel should be established to keep under review the development of a local model for managing police complaints, any changes to the handling of PCC conduct complaints, and the likely local impact on both the PCC's and the Police and Crime Panel's (PCP's) resources.
- 1.3 The Panel endorsed refreshed Terms of Reference and appointed the following members on 23 July 2020: Cllr Sarah Bütikofer, Cllr Michael Edney, Mr Peter Hill, Air Commodore Kevin Pellatt (re-elected as Chair for 2020-21), and Cllr Mike Smith-Clare.

2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 12 November 2020, to consider a progress update on the implementation of the Police Integrity Reforms. A summary of the information reviewed is set out below.
- 2.2 Policing and Crime Act 2017 – police complaints and disciplinary systems
 - 2.2.1 The new legislation in relation to reviews of public complaints took effect from 1 February 2020. This changed the Relevant Review Body to Police and Crime Commissioners and the Independent Office for Police Conduct (IOPC), from the previous Relevant Appeals Body of the Appropriate Authority (the Chief Officer of a police force) and the IOPC.
 - 2.2.2 It means that from 1 February 2020 anyone dissatisfied with the outcome of a complaint made against Norfolk Constabulary now has the right to request a review of that decision through the Office of the Police and Crime Commissioner for Norfolk (OPCCN). Details of that process are available to view on the complaints pages of OPCCN's website, which can be viewed [here](#). Norfolk Constabulary's Professional Standards Department (PSD) will continue to handle existing appeals that were being investigated at the point of the new legislation coming into force (historic cases will still be referred to as appeals to avoid confusion).

- 2.2.3 OPCCN has received 37 requests for a review since the new legislation came into effect. Of those, 29 requests were considered valid for the OPCCN and 21 reviews have been completed.
- 2.2.4 The Independent Office for Police Conduct (IOPC) public performance data on police complaints is expected to be published very shortly and will be included in our regular briefing reports. It will enable us to compare the number of review requests received by OPCCN, together with its performance in handling them, to the region and the rest of the country.
- 2.2.5 We have previously highlighted the fact that PCCs have been afforded limited powers as the review body. PCCs have the statutory powers to make recommendations to the Constabulary having undertaken a review, but not the powers to direct (which the IOPC has). This means that should the Constabulary decide not to act on the PCC's recommendations, complainants have no further means of appeal. OPCCN raised this issue within its response to the Home Office review of the PCC role. At the time of writing, the Home Office report on stage 1 of its review is still awaited.

2.3 Police super-complaints

- 2.3.1 We have previously reported that four police super-complaints have been submitted to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The Sub Panel noted that all four are currently still being investigated, with delays in progress being attributed to the impact of the Covid-19 pandemic.

2.4 PCC conduct complaints

- 2.4.1 As previously reported, the Home Office has indicated that it intends to progress the implementation of new Regulations this year, which will give PCPs greater investigatory powers in relation to PCC conduct complaints. No further information has been made available since our last report. The Sub Panel will keep this under review and recommend any necessary amendments to our local procedure in due course.
- 2.4.2 No PCC conduct complaints have been received since the beginning of this civic year. However, we have considered the practical arrangements for the process while Covid-19 restrictions apply and would like to assure the Panel that we are able to meet this duty, if required.

3. **Work programme**

- 3.1 The Sub Panel agreed the following programme of meetings:
- Wednesday 13th January at 10am
 - Tuesday 23rd March at 10am

4. **Action**

- 4.1 The Panel is asked to consider the update from the Complaints Policy Sub Panel.



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Information bulletin – questions arising to the PCC

**Jo Martin,
Democratic Support and Scrutiny Manager**

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of his activities and decisions since the last Panel meeting.

2. Summary of the PCC's decisions and activity since the last Panel meeting

- 2.1 A summary of both the decisions taken by the PCC and the range of his activity since the last Panel meeting are set out below.

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 23 November 2020, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 23 November 2020, are listed at **Annex B** of this report.

c) Police Accountability Forum meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent Police Accountability Forum meeting are set out at **Annex C** of this report.

d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered several joint

units and departments in areas such as major investigations, protective services, custody, transport and IT.

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex D** of this report.

- e) Other 'out-of-county' activity since the Panel last met is listed below:

Date	Activity
24 September 2020	APCC (Association of Police and Crime Commissioners) General – meeting to discuss Local Criminal Justice Boards (LCJBs) issues and data during COVID. These are recurring meetings every fortnight.
28 September 2020	Conservative PCCs group call with Kit Malthouse MP, Minister for Crime and Policing.
1 October 2020	PCC call with the Policing Minister.
7 October 2020	APCC Group Conference Call.
8 October 2020	APCC General – meeting to discuss LCJBs issues and data during COVID.
13 October 2020	Seven Force PCCs only pre-summit meeting followed by Eastern Regions Summit meeting.
14 October 2020	Group call with Conservative Party Chairman, Amanda Milling MP.
21 October 2020	APCC Group Conference Call.
22 October 2020	APCC General – meeting to discuss LCJBs issues and data during COVID. These are recurring meetings every fortnight.
5 November 2020	APCC General – meeting to discuss LCJBs issues and data during COVID. These are recurring meetings every fortnight.
16 November 2020	PCC call with Victoria Atkins MP, Minister for Safeguarding.

- f) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at

the most recent meetings are set out at **Annex E** of this report.

- g) PCC response to inspections of Norfolk Constabulary published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

No PCC responses have been published since the Panel's last meeting.

- h) Emergency services collaboration.

Norfolk County Council's Cabinet approved the PCC's request for membership of Cabinet (in respect of its role in exercising functions of the Fire & Rescue Authority only) when it met on 20 May 2019. View the Cabinet report and minutes [here](#).

No Norfolk Fire & Rescue Service (NFRS) items have been considered by the Cabinet since the Panel's last meeting.

3. Suggested approach

- 3.1 The PCC has been invited to attend the meeting to respond to your questions and will be supported by members of staff.

4. Action

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since the last Panel meeting.



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PCC's Decisions

The PCC's policy statement on decision making, updated on August 2020, can be read [here](#).

Commissioned Services – Support Victims and Reduce Vulnerability

Specialist sexual violence support service in the Breckland District of Norfolk *Decision 2020-30*

The PCC has approved the award of a grant for £141,066 to the Daisy Programme. The PCC is committed to expanding the level of provision available to support victims of sexual violence and has a long-term ambition to ensure that services are available and accessible across the county at different time of the day. As part of a strategy that includes funding to existing service providers in the county to maintain and enhance the services they provide, the OPCCN has working with the Daisy Programme to provide a sexual violence support service in Breckland where there is currently a gap in local specialist provision as identified through the OPCCN's sexual violence service needs assessment. The OPCCN is funding the service for a period of two years and at the end of the period will review both the delivery model and the impact of the service for users. The full decision notice can be read [here](#).

Safer Streets Funding

Confidential Decision 2020-36

The PCC accepted the Safer Streets Fund Grant from the Home Office. The PCC for Norfolk was awarded £363,164 through the Streets Fund which provides funding to residential areas within England and Wales that are disproportionately affected by acquisitive crimes like burglary and theft, to invest in evidence-based preventative interventions. This report contains content relating to specific addresses and vulnerabilities within local communities.

Sue Lambert Trust – Service Provision for Victims of Sexual Abuse/Historical Cases of Sexual Abuse

Decision 2020-40

The Police and Crime Commissioner awarded grant funding to the Sue Lambert Trust to deliver support services to victims of Sexual Abuse/Historic Cases of Child Sexual Abuse to victims ages 11 years and over. This grant is to provide specialist support for women, men and children aged 11+ (boys and girls) who have been victims of sexual abuse/violence/child sexual abuse, both recent and historic, recognising that the Trust will provide domestic abuse (DA) therapeutic services to victims if on presentation sexual violence is not involved. The Funding Period is from 1st April 2020 to 31st March 2022 with an option to extend for a possible further period of 2 x 12 months by Grant Variation up to 31st March 2024. The Grant means shall not be more than £180K per annum (subject to service delivery and adherence to the Grant Terms and Conditions) for the period 1st April 2020 to 31st March 2022. The full decision notice can be read [here](#).

Estates

Holt Fire Station works to provide police premises

Confidential Decision 2020-34

The PCC approved that the building works are completed. The PCC has approved the completion of Building works. The report currently contains commercially sensitive tender information, to be reviewed following completion of contract.

Other

Scheme of Governance and Consent

Decision 2020-31

The PCC has adopted a revised Scheme of Governance and Consent. The Scheme of Governance and Consent was reviewed to cover a number of changes including the adoption of a PCC Decision Making Policy and the ability to hold meetings virtually when public gatherings are restricted. The full decision notice can be read [here](#).

Section 22a National Agreement on Forensic Collision Investigation Network (FCIN)

Confidential Decision 2020-33

The PCC signed the FCIN Section 22a document. The Forensic Collision Investigator Network (FCIN) has been created by policing to address the requirement of the Forensic Science Regulator (FSR) that the function be accredited to ISO 17020. Information contained in the report is supplied by or relating to bodies dealing with security matters.

Audit Committee Membership

Decision 2020-37

The PCC agreed to the further term for the audit committee members with their current allowances. The Home Office Financial Management Code of Practice requires the PCC and the Chief Constable to operate an independent Audit Committee of between three and five members. The current Audit Committee is comprised of five members, including the Chairman. Four out of the five members were due to end their terms of office this year. However, with the current uncertainty with COVID-19 all four have agreed to stay on for a further three-year term, rather than have to undertake a recruitment process at this time. The full decision notice can be read [here](#).

Corporate Governance Framework

Decision 2020-39

The PCC approved the updated Corporate Governance Framework. The purpose of the Corporate Governance Framework is to give clarity to the way the Police and Crime Commissioner (the PCC) and Chief Constable, will govern both jointly and separately, to do business in the right way, for the right reason at the right time. The Framework has been reviewed in accordance with the Terms of Reference as set out in the Corporate Governance Working Group, to ensure it is up to date, relevant and provides the level of assurance required. The full decision notice can be read [here](#).

Norfolk Community Safety Partnership

Decision 2020-41

Approval has been reached for a Memorandum of Understanding between Norfolk County Council and the Office of the Police and Crime Commissioner for the

provision of resources to support the Norfolk Countywide Community Safety Partnership. The Police Reform and Social Responsibility Act 2011 strengthened the relationship between Police & Crime Commissioners and Community Safety partnerships. There is a shared understanding of the importance of working closely together in order to deliver their respective priorities, mainstream resources and aim to align funding with partners to provide greater impact on crime and disorder both at a county wide and local level. Norfolk County Council and the Office of Police and Crime Commissioner recognise the opportunity presented to strengthen the support to the NCCSP and its partner authorities, with the creation of a single Community Safety Team, to maximise the use of resources, reduce duplication and improve effectiveness. This would be hosted by the OPCCN, supporting and working directly with the Chair of the NCCSP. This Memorandum of Understanding (MoU) sets out the principles and understanding on which Norfolk County Council and the Office of the Police and Crime Commissioner Norfolk (OPCCN) will proceed, and as such provides a framework within which to develop a formal approach to staffing and recurrent and legacy funding. The full decision notice can be read [here](#).

(Decision 2020-32, Decision 2020-35 and Decision 2020-38 not yet published.)

Summary of the PCC's activity

Criminal justice partners commended for efforts during pandemic

Plans in place to ensure the criminal justice system continues effectively despite the challenges of the Covid-19 pandemic were commended at the recent meeting of the Norfolk and Suffolk Local Criminal Justice Board.

28 September 2020

Budget challenges brought into focus at virtual accountability meeting

Norfolk's Police and Crime Commissioner (PCC) has held a virtual accountability meeting with the Chief Constable this week to hold him to account for the county's policing service.

30 September 2020

PCC responds to parliamentary briefing on Women in the Penal System

The PCC has highlighted Norfolk's WONDER programme, as he welcomes a briefing highlighting the benefits of intervening early with women at risk of offending to help keep them out of the criminal justice system.

30 September 2020

Norfolk's PCC backs initiative to Stop Hate in Norfolk

Norfolk's PCC has backed a relaunch of the Stop Hate in Norfolk (SHIN) initiative which sends a message to the people of Norfolk to take a stand against hate incidents.

5 October 2020

Norfolk's PCC praises scam victim for her bravery in speaking out

Norfolk's Police and Crime Commissioner Lorne Green has praised a victim of courier fraud who has spoken out about being scammed out of nearly £60,000 in a bid to warn others.

9 October 2020

New website launched to help victims of modern-day slavery and human trafficking in Norfolk

Victims of modern slavery and human trafficking in Norfolk are being offered extra support and assistance on where to find help with the launch of a new website.

16 October 2020

Norfolk residents urged to take free scam awareness training

This week is Friends Against Scams Week and the Office of the Police and Crime Commissioner for Norfolk is supporting a national drive to help as many people as possible learn how to protect themselves, their family and friends against scams.

19 October 2020

Young people keen to have a voice about domestic abuse according to PCC's Youth Commission

Domestic abuse awareness and mental health have been cited as the main concerns among children and young people during the pandemic.

21 October 2020

Awareness week shines spotlight on benefits of Restorative Justice

As we mark International Restorative Justice Week, two users of the Norfolk and Suffolk Restorative Justice Service have spoken about how it helped them move forwards after being affected by crime.

16 November 2020

Audit of PCC and police accounts complete

Following a process of inspection and audit, the PCC and police accounts for 2019/20 have been published.

17 November 2020

Further details about each of the news items can be viewed on OPCCN's website at the following address:

<http://www.norfolk-pcc.gov.uk/latest-news>

List of items discussed at the most recent Police Accountability Forum meetings

Due to COVID-19 restrictions, these meetings are currently being held virtually.

Date: 25 November 2020	
Subject	Summary
Public agenda	
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <ol style="list-style-type: none"> 1. The report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year 2020/21. 2. A high-level update on the Estates Programme is included. 3. The Performance Metrics for Good Stewardship of Taxpayers' Money are also included. <p>Recommendation: The PCC to note the report.</p>
Constabulary Covid-19 Update	Verbal update.
Police and Crime Plan Theme: 'Support Rural Communities'	<p>Operation Galileo is the over-arching national police strategic response to addressing the issue of hare coursing. This report provides an update on the work by Norfolk Constabulary to tackle the matter and includes a summary of the results achieved so far.</p> <p>Recommendation: The PCC to note the report.</p>
Police and Crime Plan Theme: 'Improve Road Safety'	<p>The report sets out an overview of the work currently being undertaken to improve road safety both by the police and through the partnership working with the Norfolk Road Safety Partnership. The first section sets out key issues faced when considering road safety. The second section provides an overview of the current work being undertaken. Section three sets out the next steps for the work ahead.</p> <p>Recommendation: The PCC to note the report.</p>
Emergency Services Collaboration Group Update	Verbal update.
Emerging Operational/Organisational Risks	Verbal update.

The next PAF meeting is scheduled to take place on 26 January 2021.

Public question and answer sessions: Due to COVID-19 restrictions, these events are currently on hold. Details of the next public question and answer session will be published in due course.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/police-accountability-forum/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

List of items discussed at the most recent Norfolk and Suffolk Collaboration Panel meeting

The Collaboration Panel last met on 8 February 2017, and items discussed were reported to the PCP at its 4 April 2017 meeting.

The next meeting is yet to be scheduled.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/transparency/accountability/collaboration-panel/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

List of items discussed at the most recent Audit Committee meetings

Due to COVID-19 restrictions, these meetings are currently being held virtually.

The Audit Committee last met on 21 September 2020, and items discussed were reported to the PCP at its 30 September 2020 meeting.

The next Audit Committee meeting is due to be held on 19 January 2021.

The public reports can be viewed on the Commissioner's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/spend/audit-committee/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

Forward Work Programme

Date	Item	Attendees
2pm, 29 January 2021, Virtual meeting	Panel Member briefing – review of PCC’s precept proposal	
10am, 2 February 2021, Virtual meeting	Review the PCC’s proposed precept for 2021-22 (the Panel must review and report by 8 February 2021) Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Complaints Policy Sub Panel – update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
10am, 16 February 2021, Virtual meeting	Reserve date – to review a revised precept for 2021-22, if vetoed (the Panel must review and report by 22 February 2021)	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
10am, 20 April 2021, Virtual meeting (to be confirmed)	Police and Crime Plan performance monitoring (including commissioned services) Complaints Policy Sub Panel – update Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel Annual Report 2020-21	Commissioner, supported by members of the Commissioner’s staff and Chief Constable

	Forward Work Programme	
May 2021	PCC elections	
June 2021 (To be confirmed)	Panel Member induction / informal meeting with PCC	
June 2021 (To be confirmed)	Election of Chair and Vice-Chair Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Co-opted Independent Member Recruitment Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
September 2021 (To be confirmed)	PCC's 2020-21 Annual Report Independent Custody Visitor Scheme Annual Report 2020-21 Complaints Policy Sub-Panel – update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
December 2020 (To be confirmed)	PCC's 2022-23 Budget Consultation	Commissioner, supported by members of the

	Police and Crime Plan performance monitoring (including commissioned services) Complaints Policy Sub Panel - update Information bulletin – questions arising to the PCC National Police and Crime Panel Conference 2021 Forward Work Programme	Commissioner's staff and Chief Constable
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The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2019-20: Cllr Sarah Bütikofer, Mr Peter Hill, Cllr Michael Edney, Cllr Mike Smith-Clare, Air Commodore Kevin Pellatt (Chair)

Date of last meeting: 12 November 2020

Next meeting: 13 January 2021

PCP training and network events

- Annual PCP conference: 24 November 2020, Scarman House, Warwick Conference Centre (Kevin Pellatt and Peter Hill to attend)
- Eastern Region PCP Network: date of next meeting to be confirmed

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; the last meeting took place on Friday 27 November 2020.

Police Accountability Forum meetings are due to take place on the following dates (details will be made available via OPCCN's website):

- 26 January 2020

PCC public question and answer sessions – Due to COVID-19 restrictions, these events are currently on hold. Details of the next public question and answer session will be published in due course.

Norfolk and Suffolk Collaboration Panel meetings are due to be held in public every other month, with the venue alternating between Norfolk and Suffolk (agendas will be made available via OPCCN's website). The next meeting is yet to be scheduled.